ITSD

Department of Administration

STATE OF MONTANA
AGENCY IT TEMPLATE

FY2004 – FY2009

BEFORE YOU BEGIN

Macros must be enabled to work for this template. To ensure that they are enabled, complete the following steps.

1. Using the drop-down menu, select Tools - Macros - Security. At the "Security Level" tab, select Medium and click OK.
2. Close the template, re-open the template, and then click "Enable Macros" when prompted.

Remember to change the security level back to High if you want Word to automatically disable unsigned macros in the future.

INTRODUCTION

The Montana Information Technology Act (MITA) requires each state agency to develop and maintain an agency information technology (IT) plan that establishes agency goals and objectives regarding the development and use of IT and provides details about how each agency intends to participate in meeting the goals of the State Strategic IT Plan. MITA defines an agency as any entity of the executive branch, including the university system. Each agency plan must project major activities and costs over a 6-year time period, consisting of the biennium in which the plan is written and the two subsequent biennia. FY04 through FY09 is the span for this planning cycle.

Each agency plan should project activities and costs over a 6-year time period. The planning period for the current plan is FY04 – FY09.

In addition, the state must also produce a biennial report based on individual agency biennial reports that analyze the state's IT infrastructure (value, condition, and capacity), evaluate the performance of the state's IT capabilities and assess progress made toward implementing the State IT Strategic Plan. Therefore, agencies will not be asked to provide detailed information as to their IT environment in this strategic planning exercise. ITSD will be working with agencies later this year to gather this information.

New investments in information technology can only be included in the Governor's budget if the proposed investment is contained in an approved agency plan.

DOCUMENTS TO REVIEW

Each agency should review the following material in preparation for completing their IT strategic plan.

- Your current agency strategic business plan and previous agency IT strategic plan

- IT policies and standards: http://www.discoveringmontana.com/itsd/default.asp

- Information Technology Act (2-17-501through 523, MCA)

- Montana State Strategic Plan For Information Technology: http://www.discoveringmontana.com/itsd/stratplan/statewideplan.asp

- Relevant Legislation
- Security Related Technologies

GENERAL PLANNING POINTS

- The agency plan should be a strategic tool and not a tactical day-to-day operational schedule.

- The agency plan should provide relevant information to support the agency Budget Requests and to allow budget analysts to make informed decisions. MITA requires the Department of Administration to make recommendations to the Office of Budget and Program Planning on agency IT budgets with respect to the State of Montana Strategic Plan For Information Technology.

- Agency plans should provide enterprise-planning information. This will be valuable for prioritizing statewide technology projects.

SUGGESTED PREPARATION OF IT PLANNING

- Establish the agency planning project. Establish the planning team, leader, and timetable.

- Review the recommended documentation

- Identify social, technological, economic, and political trends that affect the agency and its IT systems and organization

- Review current business processes and evaluate whether they are adequate

- Assess whether the current IT systems and staff satisfy agency requirements

SUGGESTED STEPS FOR WRITING THE PLAN

- Define an IT mission and vision for supporting the agency

- Brainstorm ideas for improvement

- Develop goal statements that define the agency's direction for technology

- Identify strategies that will move the agency toward the IT goals. Groups of related strategies or very large/significant strategies could be labeled initiatives. Evaluate and prioritize these initiatives.

- Estimate the resources and budgets necessary to implement the strategies and initiatives

Agency Template Submission

After the agency strategic plan is complete, transfer the information to the Agency Template and submit the Template to your ITSD analyst. Templates may be submitted early. Include a transmittal letter from your agency head containing the following wording:

"Pursuant to the Information Technology Act of 2001, the (entity name) presents its plan for information technology for the period July 2003 through June 2009. This plan represents the Information Technology goals, objectives and strategies of the (entity name) and has been reviewed and approved by _____, agency head."

Strategic Planning Timetable

- February 11-12: Strategic Planning Primer presentations
- March 1: ITSD submits State Strategic Plan for IT to governor and LFC
- March 1-5: Training on the Agency Template
- March 5-May 14: Agency strategic business plan and IT plan development
- April 1: State Strategic Plan for IT released
- May 15: Last day to electronically submit Agency Template to your ITSD analyst
- May 15–June 30: ITSD reviews plans, obtains clarifications, requests changes
- June 30: Final day for ITSD to approve Agency IT Plans
- November 15: Office of Budget and Programming Planning and ITSD submit a summary of major new IT projects

ITSD Agency Analyst Assignments

Information Technology Services Division, Policy and Planning Services Bureau, Kyle Hilmer 5476

Agency-Analyst Assignments

Barry Bass	G. Scott Lockwood	Tom Murphy	Kay Richford
9866	2655	1958	0415

AGENCY-ANALYST ASSIGNMENTS

Department/Agency	Analyst
Administration	Murphy
Public Employees Retirement	Bass
Teacher's Retirement	Bass
State Lottery	Murphy
Montana State Fund	Bass
State Banking	Murphy
ITSD	Murphy
Agriculture	Bass
Arts Council	Lockwood
Auditor, State	Richford
Commerce	Murphy
Board of Housing	Murphy
Board of Investments	Murphy
Corrections	Lockwood
Education, State Board of Public	Lockwood
Environmental Quality	Bass
Fish, Wildlife & Parks	Bass
Governor's Office	Lockwood
Budget Office	Lockwood
Higher Education, Commissioner	Lockwood
Historical Society	Lockwood
Justice	Richford
Labor & Industry	Lockwood
Library, State	Richford
Livestock	Bass
Military Affairs	Lockwood
Natural Resources & Conservation	Bass
Political Practices	Richford
Public Health & Human Services	Richford
Public Instruction	Lockwood
Public Service Regulation	Richford
Revenue	Bass
School for the Deaf and Blind	Lockwood
Secretary of State	Richford
Transportation	Murphy
Legislative Branch	Murphy
Judicial Branch	Richford

AGENCY INFORMATION TECHNOLOGY PLAN TEMPLATE

TEMPLATE INSTRUCTIONS

BEFORE YOU BEGIN: Macros must be enabled to work for this template. To ensure that they are enabled, complete the following steps.

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NAVIGATION: Use your mouse to navigate throughout this template – the TAB button will not work on this template. To enter responses to questions, use a single mouse click where noted by [Click Here to Enter Data] or [Click to Enter #]. Use a double-click to activate command buttons.

SECTION 1: AGENCY CONTACT INFORMATION

Indicate the Agency Name and the IT Plan's responsible contact person(s) in the appropriate role category.

+ AGENCY NAME:

   Revenue

+ ROLE: Plan Owner

   Name: Director

   Telephone:

   E-mail:

+ Role: IT Contact

   Name: Margaret Kauska

   Telephone: 444-9535

   E-mail: mkauska@state.mt.us

+ Role: IT Contact (Alternate)

   Name: Danita Green

   Telephone: 444-5828

   E-mail: dgreen@state.mt.us

SECTION 2: AGENCY MISSION & AGENCY IT MISSION

2.1 AGENCY MISSION STATEMENT

Describe the mission of the Agency stating why the agency exists.

The Department of Revenue provides accurate and timely information to all our customers, and applies tax laws fairly and consistently, with a competent workforce committed to success.

2.2 AGENCY IT MISSION STATEMENT

Describe the Agency's IT mission.

Employees of the Information Technology Division are dedicated to providing the highest level of technical leadership and information services to the Department of Revenue, its employees, its partners, and the citizens they serve.

- To our employees, you are our future

- To our customers, we dedicate ourselves to your continued success.

- To our citizens, we pledge cost-effective, innovative solutions.

SECTION 3: AGENCY PROFILE

Explain the business service areas of the agency and whom they impact. This should include the agency divisions, their primary customers, partners and other organizations that have an interest in the agency's activities. Please identify how the agency interacts with these other agencies, local governments, the public, businesses, and other entities.

The Montana Department of Revenue is composed of six divisions:

The **Customer Service Division** is designed to provide centralized and consistent customer service, revenue collection, and document processing for the department and for state agency partners. The basic function of each bureau is:

- Customer Intake is the initial contact point for customers and is the central point for the development and design of "user friendly " forms and instructions. Customer Information Consultants are supported by up-to-date technology, enabling them to answer customer inquiries for all tax types.
- Processing & Retention Operations is responsible for electronic commerce, document capture, remittance processing, records management, direct deposit of cash receipts and revenue, and mail distribution.
- Accounts Receivable & Collections is a single point of contact for debtors and responsible for consistent delinquent account collection and enforcement activities.

Business and Income Taxes Division oversees audits and measures to verify tax-paying entities are in compliance with the law.

Property Assessment Division is responsible for the valuation and assessment of real and personal property throughout the state for property tax purposes. The division is comprised of a central office located in Helena and six regions. There is a local DOR office located in each of the county seats within the regional areas.

Resource Management Division provides service and support to the department by integrating Human Resources, Payroll and Benefits, Education and Training, Liquor Distribution, Accounting and Facilities Management.

Information Technology Division provides service in the area of data support, applications support, technology support, and user assistance that enables the department to meet its business objectives.

The **Director's Office** supports the agency's director and is composed of seven work units. The basic function for each unit is:

- Legal Services supervises the overall legal efforts of the department, which includes rules, policies and the Office of Dispute Resolution.
- Tax, Policy & Research is responsible for the state revenue legislation and legislative proposals affecting the department, and department economic data analysis.
- Budget Analyst ensures the consolidation of the department budget.
- Communications manages the department's communication activities, including information dissemination, media relations, document editing, stakeholder relations, website maintenance, public involvement and special events.
- Internal Quality Assurance is responsible for providing management with information about the adequacy and the effectiveness of its system of internal controls and quality of its operations with established standards and management expectations.
- Administrative Support assists all units in the Director's Office with administrative responsibilities including, preparing for legislative committees, transcribing legal hearings, editing correspondence and finalizing mass mailings.

The primary beneficiaries of the Department's services are Montana taxpayers, elected representatives, other government agencies, and a variety of associations and professional organizations. Primary business partners include the Departments of Labor & Industry, Administration, Agriculture, Livestock, Environmental Quality, Health & Human Services, and local county governments and school districts. However, nearly all elements of state local government have direct financial interest in the Department of Revenue's activities.

The Department uses a full range of methods and technologies to interact with stakeholders and other agencies. As is typical of many state agencies, the Department relies on the enterprise email system for a significant level of contact through direct exchange of messages and meeting notices. In addition, the Department maintains a web site, and an intranet site. Newspaper and radio public service announcements are not uncommon forms of communication with taxpayers, particularly as new services are rolled out, and at key times during the tax year.

Are there agency customers that are not properly served with existing services/systems? If yes, please describe how they are not properly served.

Yes, with the unsuccessful implementation of our process oriented integrated tax system (POINTS), the department is minimally 5 years behind from a technological perspective. The department continues to use systems that were categorized as obsolete in the 2002-2003 IT Strategic Plan. Some business functionality has already been lost and, in the absence of viable replacement systems, it will continue to be in jeopardy.

Keeping multiple systems in sync is difficult, costly and may cause inaccurate information to be sent to taxpayers. The Individual Income Tax system and the Corporation Tax system interface with POINTS. There are 3 systems running on 2 platforms used to produce Property Tax valuation and assessment notices. Compliance initiatives (cross matching) can be next to impossible since information resides on multiple systems.

Not all E-filed return information is captured on the Individual Income Tax system, and no paper return exists for e-filers, so taxpayers may receive inaccurate information.

The Department of Revenue collects hail insurance premiums for the Department of Agriculture, and we also collect a livestock per capita fee for the Department of Livestock. The large amount of manual work required to collect these fees, along with keeping multiple systems and spreadsheets in sync is difficult and may cause inaccurate information to be sent to taxpayers.

The One Stop Licensing system created a centralized licensing program where businesses obtain or renew licenses, fees and permits required by Montana. The 1999 Legislature authorized the expansion of the pilot to include all licensees identified by state agencies. The One Stop system could be expanded in order to continue the "one stop" concept for all licenses, fees and permits. This will provide good customer service to the taxpayers of Montana.

DOR currently accepts electronic payments for Withholding Tax, Rental Vehicle Tax, Lodging Facility Tax and Individual Income Tax. By 2005 Cigarette tax, Corporation Tax and Combined Oil and Gas Tax will also have the ability to be paid electronically. Our customers would be better served if internet filing and payment options were expanded and made available for additional tax types.

SECTION 4: AGENCY BUSINESS PLAN

4.1 DOCUMENTED BUSINESS PLAN

Does your agency have a documented business plan? Place an "x" in the appropriate box.

Yes ☒   No ☐

If YES, complete only Section 4.2. If NO, complete only Section 4.3.

4.2 PRIMARY BUSINESS GOALS & OBJECTIVES

Describe the primary business goals and objectives for the next six years (FY 2004 – FY 2009) or for the time frame for which they are formally established. List each goal and business objective sequentially. (e.g., GOAL Number: BG1, Business Objective: BO1.)

[Double-Click for an Example]

REMINDER: If answers are provided for Section 4.2, <u>do not</u> complete Section 4.3 and continue on to Section 5.

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GOAL Number: BG1

Goal Description: Maximize revenues through balanced compliance and collection strategies.

Business Objective: <u>Objective 1</u>. Monitor audit collections for all tax types. This activity will include identifying and monitoring the number of audits conducted, assessments made and collections received as a result of the audits completed.

Business Objective: <u>Objective 2</u>. Process all timely filed individual income tax refunds within 35 days of receipt.

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GOAL Number: BG2

Goal Description: Provide our customers with timely information and opportunity for involvement.

Business Objective: <u>Objective 1</u>. Answer 75% of the inbound calls from our Customer Call Center, without the need to transfer the call to a tax specialist or business specialist.

Business Objective: <u>Objective 2</u>. Create and distribute public information to increase awareness of tax law changes, taxpayer assistance programs, and the department's electronic commerce opportunities available to the public.

Business Objective: <u>Objective 3</u>. Provide information to DOR customers through the Internet and other e-government technologies.

Business Objective: Objective 4. Create and distribute information to employees to increase awareness on tax law changes, department activities, media activities, employee accomplishments and the overall philosophy on current business issues.

Business Objective: Objective 5. Calculate and distribute the fiscal year Entitlement Share Payments by statutory deadline.

Business Objective: Objective 6. Develop and implement public education programs to increase awareness of tax law changes, advise the public of taxpayer assistance programs, and provide educational opportunities on the Internet.

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GOAL Number: BG3

Goal Description: Commit to continually improve our compliance and collections processes.

Business Objective: Objective 1. Implement Quality Assurance (QA) and quality control procedures to confirm adherence to procedures, confirm accuracy of output, validate internal controls, and ensure consistent customer service.

Business Objective: Objective 2. Complete tasks within work plans and comply with key deadlines for all department functions.

Business Objective: Objective 3. Identify and implement business process changes to enhance performance and ensure efficiencies in the department's practices.

Business Objective: Objective 4. During each biennium following the legislative session, review all agency administrative rules and internal policies and procedures to ensure they reflect current law; implement additional and remove unnecessary administrative rules, policies and procedures required by new laws.

Business Objective: Objective 5. Develop and implement the plan for completing the property revaluation (reappraisal) that is scheduled for completion by 12/31/07

Business Objective: Objective 6. Review the statewide personal property audit program and determine areas for improvement.

Business Objective: Objective 7. Certify taxable values for property to taxing jurisdictions by statutory deadline. These certified values will include newly taxable property and eliminated property.

Business Objective: Objective 8. Increase the functionality of the Geographic Information Systems (GIS) statewide in the department's local offices to improve the accuracy of parcel information and increase efficiency in division activities and to improve access.

Business Objective: Objective 9. Increase the vendor population who receive bill payments from the department via electronic funds transfer rather than by paper warrant. This will allow vendors to receive payments quicker at a reduced cost to the department and follows the direction DOA Accounting is moving towards across agencies.

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GOAL Number: BG4

Goal Description: Optimize the employee work environment to attract and retain a qualified workforce.

Business Objective: <u>Objective 1</u>. Develop standard training curriculums to ensure employees are appropriately and adequately trained.

Business Objective: <u>Objective 2</u>. Consider alternative work schedules and telecommuting work opportunities, in instances where customer service will not be compromised.

Business Objective: <u>Objective 3</u>. Create an automated inventory of PCs and other technological equipment to ensure employees' technical needs are met and the department is in compliance with the four-year PC replacement schedule.

Business Objective: <u>Objective 4</u>. Working through the statewide facility officer, proactively promote the need to equip employees with ergonomically correct workstations and office equipment to reduce workers compensation claims. An objective of this strategy is to educate and involve hiring supervisors in the process. This effort is in addition to the current practice of providing ergonomic assessments and solutions to existing employees.

| Double-Click to Add New Objective for This Goal | Double-Click to Add New Goal |

4.3 BUSINESS REQUIREMENTS

Identify and describe each of the Agency's business requirements for FY 2004 through FY 2009. List each requirement sequentially (e.g., BR1, BR2, BR3).

| Double-Click for an Example |

[Click Here to Enter Data]

SECTION 5: AGENCY IT PLAN - GOALS, OBJECTIVES & MEASURES

5.1 AGENCY IT PLAN - GOALS, OBJECTIVES & MEASURES

Describe the primary IT goals and objectives from FY 2004 through FY 2007. Each goal and its associated objective and measures should be numbered and identified sequentially.

| Double-Click to Display Definitions | | Double-Click for an Example |

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AGENCY IT GOAL: (List each goal sequentially (Example: ITG1, ITG2, ITG3, etc.)

| Double-Click for an Example |

Agency IT Goal Number: ITG1

IT Goal Description: Make conducting business with the Information Technology Division as simple and pleasant as possible by improving trust and customer service with the user community.

What are the benefits & who are the beneficiaries?

Benefits: positive work environment; increased productivity; working together improves efficiency in all department operations which equates to time and cost savings.

Beneficiaries: department employees; DOR; agency partners; taxpayers

What agency business goals or requirements are supported by this IT goal or initiatives?

Business Goal 3 - Commit to continually improve our compliance and collections processes.

Describe how this goal supports the state IT goals and initiatives.

This agency IT goal supports the following goals and initiatives from the state plan:
Customer Focus – Our customers are internal and external to the agency and state government, and it is important for them to trust our service.
Do IT Right – Improved relations with the business and IT teams will streamline research and analysis projects since they are both involved.
Move Forward Together –Leverage the use of IT resources and organize for effective response to changing business process requirements.
The Right People – Develop effective management practices for IT staff when working and communicating with our users in order to obtain the maximum efficiency and productivity.
Do IT Safely – Communicate our IT practices for protecting systems in order to gain user trust.
Fiscal Responsibility – Foster a collaborative effort between IT and the business users when researching, analyzing and developing technical solutions to business needs in order to provide the best IT solution.
Implementation of Best Practices – Customer satisfaction is a component of best practices.

IT Objective 1:   Implement work plans and comply with project deadlines. This supports BG3, Business Objective 2.

Measure: Timely project completions using work plans; measure and document customer satisfaction level, improve as necessary.

IT Objective 2: Follow up with users on specific projects to measure user satisfaction and review for improvement. This supports BG3, Business Objective 1.

Measure: Measure and document customer satisfaction level, improve as necessary.

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Agency IT Goal Number: ITG2

IT Goal Description: Coordinate with user community to ensure that the most reliable and cost effective technology investments are made, in order to support the department's business goals and objectives.

What are the benefits & who are the beneficiaries?

Benefits: increased user satisfaction; overall cost savings with better research done upfront

Beneficiaries: department employees; DOR; state agencies; taxpayers

What agency business goals or requirements are supported by this IT goal or initiatives?

All of the department's business goals are supported by this IT goal. With upfront research and development and investing in the most reliable, cost effective technology solution, all department operations will be successful:
Business Goal 1 - Maximize revenues through balanced compliance and collection strategies.
Business Goal 2 – Provide our customers with timely information and opportunity for involvement.
Business Goal 3 - Commit to continually improve our compliance and collections processes.
Business Goal 4 - Optimize the employee work environment to attract and retain a qualified workforce.

Describe how this goal supports the state IT goals and initiatives.

This agency IT goal supports the following goals from the state plan:
Customer Focus – Our customers and citizens expect government to deliver reliable services, efficiently and affordably.
Do IT Right – Taking the time to research the best fit between the business need and the technology solution.
Fiscal Responsibility – Incorporate sound fiscal evaluations and processes into the business case and technical evaluations of IT projects.
E-Government – State government will continue to increase e-government services.
Implementation of Best Practices – Independent Verification & Validation (IV&V) and the Project Management Office (PMO) are currently in place for the IRIS project.

IT Objective 1: Save time and increase efficiency by replacing or converting other non-property tax legacy systems into the IRIS environment with timely lookup, cross match, customer reference and tracking capabilities. Implement a new property tax system to perform annual appraisal and assessment requirements as well as cyclical reappraisal in an efficient and integrated fashion. This objective includes the elimination of POINTS pass-throughs. This supports BG1, Objective 1 and 2.

Measure: All non-property tax types converted and migrated to IRIS, and interface appropriate non-property tax types with new property tax system.

IT Objective 2: Coordinate with user community to increase customer access to E-government services with state of the art technology. This supports BG 2, Objective 2 and 3; BG4, Objective 8.

Measure: Number and percent of returns filed and paid through electronic means; improved accuracy of property tax parcel information.

IT Objective 3: Deploy new technology (desktops, servers and printers) in all 56 county offices, including the upgrade to Novell 6.5. For counties without servers, initiate a pilot to thoroughly test Novell Nterprise Branch Office, which allows remote users functionality similar to having their own server in each office. If the results of the pilot are favorable, deploy. This supports BG4, Objective 3.

Measure: New technology deployed to all 56 counties.

IT Objective 4: Modify existing or implement new system capabilities to support effective tax administration of programs defined by legislature. This supports BG 3, Objective 4.

Measure: Timely implementation of required functionality.

IT Objective 5: Implement the Viking Data Entry System, a Commercial Off-The-Shelf product, to replace the obsolete, DOS-based data entry system currently used by PRO. This supports BG 3, Objective 3.

Measure: Implementation by 8/2004.

IT Objective 6: Develop a system to enable participation in the Treasury Offset Program (TOPS).

Measure: Basic system requirements in place by the end of fiscal year 2004. Finalize implementation in fiscal year 2005.

IT Objective 7: Implement hardware and software to support Geographic Information Systems (GIS) statewide. Purchase and install ARC Publisher and implement new revisions to ARCGIS. This supports BG 3, Objective 8.

Measure: Hardware and software installed and being utilized to support GIS statewide.

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Agency Goal Number: ITG3 (BG4)

IT Goal Description: Optimize employee work environment to attract and retain a qualified workforce.

What are the benefits & who are the beneficiaries?

Benefits: retain qualified personnel; lower turnover rate; lower learning curves; less dependent on contractors; improved customer service and relations; positive work environment; increase productivity; succession planning

Beneficiaries: all department employees; DOR

What agency business goals or requirements are supported by this IT goal or initiatives?

Business Goal 4 - Optimize the employee work environment to attract and retain a qualified workforce.

Describe how this goal supports the state IT goals and initiatives.

Customer Focus – Our customers are internal and external to the agency and state government, and it is important for them to trust our service. In order to establish trust, we must deliver convenient and timely services from a qualified workforce that supports their expectations and needs.
Do IT Right – Having the best qualified staff to take the time to research the best fit between the business need and the technology solutions.
Move Forward Together – Leverage the use of IT resources and organize for effective response to changing business process requirements.
The Right People – Managing our people assets to obtain the maximum efficiency and productivity.
Workforce Development – Retaining a qualified workforce supports this state IT initiative.

IT Objective 1: Consider alternative work schedules and telecommuting work opportunities for proven, trustworthy and qualified employees in instances where customer service will not be compromised. This supports BG4, Business Objective 2.

Measure: Employees working alternative work schedules; successful implementation of telecommuting.

IT Objective 2: Implement Competency Based Pay for all IT employees. This supports BG4.

Measure: All IT employees on the new pay plan.

IT Objective 3: Establish a career path and advancement opportunity for IT staff. This supports BG4, Objective 1.

Measure: Training assignments and offering training opportunities.

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Agency Goal Number: ITG4

IT Goal Description: Improve program efficiencies within the Information Technology Division.

What are the benefits & who are the beneficiaries?

Benefits: streamlined processes; reduction in coverage; cross training; career advancement in other business processes

Beneficiaries: department employees; DOR

What agency business goals or requirements are supported by this IT goal or initiatives?

All of the department's business goals are supported by this IT goal. By streamlining processes and cross training, the IT division can operate more productively and efficiently, which can save the department time and money:
Business Goal 1 - Maximize revenues through balanced compliance and collection strategies.
Business Goal 2 – Provide our customers with timely information and opportunity for involvement.
Business Goal 3 - Commit to continually improve our compliance and collections processes.

Business Goal 4 - Optimize the employee work environment to attract and retain a qualified workforce.

Describe how this goal supports the state IT goals and initiatives.

Customer Focus – By providing cross training to the IT staff, we will be able to provide better customer support.
Move Forward Together – Leverage the use of IT resources and organize for effective response to changing business process requirements.
The Right People – Managing our people assets to obtain the maximum efficiency and productivity.
Workforce Development – Cross training is part of workforce development.
E-Government – State government will continue to increase e-government services.

IT Objective 1: Relocate the "I/O" duties to the business processes. This supports BG3, Objective 3.

Measure: Help desk staff no longer performs any "I/O" duties.

IT Objective 2: Relocate the web duties to the director's office management officer. This supports BG3, Objective 3.

Measure: Director's office management officer fully trained and supporting the web duties.

IT Objective 3: Import all user workstations into the state Novell network to take advantage of the features in Novell 6.5. This supports BG4, Objective 3.

Measure: Ability to run an inventory report, and department in compliance with the four-year PC replacement cycle.

IT Objective 4: Provide cross training to all IT staff.

Measure: No longer need contract staff for support.

IT Objective 5: Conduct disaster recovery planning within the agency and work with ITSD to prepare an agency disaster recovery plan for IT.

Measure: A completed disaster recovery plan.

IT Objective 6: Maintain legacy tax systems (Individual Income Tax, Corporation Tax, Liquor, POINTS, Abandoned Property, Solid Minerals, Utility Assessment and Livestock and Hail) while developing plans to convert them into IRIS. This supports BG1, Objective 1 and 2.

Measure: Implementation.

IT Objective 7: Replace CAMA, MODS and BEVS systems to support property tax appraisal and assessment. This supports BG3, Objectives 5, 6 and 7.

Measure: Implementation.

| Double-Click to Add New Objective for This Goal | Double-Click to Add New Goal |

5.2 FUTURE IT GOALS & OBJECTIVES

Describe any future IT goals and objectives for fiscal years 2008-2009.

Expand the "one stop" concept for all licenses, fees and permits. This could be done through the expansion of the One Stop License system in conjunction with IRIS.

Keep pace with enterprise architecture by deploying hardware and software within the 4-year replacement cycle. This should include laptops, servers and printers that are not currently included in this replacement cycle.

5.3 POTENTIAL RISKS

List the three greatest potentials risks that will impact the Agency's IT plan over the next three years and describe strategies for mitigation. Describe how these risks will impact the Agency's IT operations and business process. Potential risks may be resource limitations (e.g., funding, qualified staff, etc.), technology limitations, obsolescence, federal mandates, or conditions outside agency control.

RISK 1:
Technology limitations and obsolescence – With the unsuccessful implementation of POINTS, the department is minimally 5 years behind from a technological perspective. The department continues to use systems that were categorized as obsolete in the 2002-2003 IT Strategic Plan. Some business functionality has already been lost and, in the absence of viable replacement systems, it will continue to be in jeopardy. In Fiscal Years 2002 and 2003 the primary business goals and objectives over the next six years included improving customer service and increasing revenue lift through reorganized business processes and implementing an integrated tax system. The department also had an objective to increase revenue lift of at least .05% by fiscal year 2004. Unfortunately, the department did not have a successful implementation of the Process Oriented Integrated System (POINTS) and that revenue lift has not been realized.

The 2003 legislature passed SB 271, which directed the department to replace POINTS. In fiscal year 2004 the department contracted with FAST Enterprises LLC to begin the replacement of POINTS with their Commercial Off-The-Shelf product called GenTax. The department's Integrated Revenue Information System (IRIS) will contain the base system for the tax types included on the system and presently will include rental vehicle tax, lodging facilities and sales and use tax, cigarette tax, employer income tax withholding and combined oil and gas production tax.

The department needs to have affirmative legislation to approve spending any of the IRIS Board Of Investment loan after June 30, 2005. There will be approximately $200,000 in holdbacks and maintenance to Fast Enterprises LLC that will occur July-November 2005.

The department will also be proposing legislation for approval of Phase 2 and the other legacy systems. The implementation of Phase 2 will support the continued replacement of POINTS as well as replacement of obsolete technology on the AS400 that may jeopardize statewide property tax collections.

To summarize, the number 1 risk for the department is the fact that we are minimally 5 years behind from a technological perspective. If we do not receiving funding to continue the replacement of POINTS and the obsolete legacy systems, the day to day business functionality will continue to be in jeopardy and could be lost completely. The ability for the department to meet its business goals and objectives and to provide ongoing service to taxpayers could be compromised using the current technology.   Continuation of the current technology will place the state, local governments and the department at risk.

RISK 2:

Attract and retain a qualified workforce – The department has had to supplement the IT staff with contracted services for development, analysis, Oracle programming, Visual Basic programming and other

application support. Although we are in the process of cross training these skill sets, we are still operating with a number of vacant positions. The inability to attract and retain qualified FTE who can replace the contractors will jeopardize our ability to support and maintain existing systems as well as upcoming new projects.

We are working toward the implementation of the Competency Based Pay Plan to bring IT salaries up to industry standards. Once this new plan is approved and implemented, we expect to attract and retain qualified FTE.

To summarize, the number 2 risk for the department is the inability to attract and retain a qualified IT workforce. If we do not receive approval to implement the Competency Based Pay Plan in IT, we may not be able to support the systems that are necessary for day to day business functionality with FTE and contracted support may be an ongoing necessity.

RISK 3:

Legislation passed in the 2005 session that would require significant IT changes – The addition of any new tax type, or revisions to existing tax types supported with current legacy systems, would require a system be built or purchased to support processing that specific tax. Such a project would likely need to be incorporated into the IRIS environment, or require interfaces to be constructed for that system. Also, any legislated changes to existing tax types such as individual income, corporation, or withholding taxes could potentially require significant changes to POINTS or IRIS. Since we are in the process of replacing POINTS with IRIS, legislative changes extending beyond our planned replacement could impact this progress of this project. Legislative changes to property tax could also require significant revision to the departments 3 current legacy systems that we need to replace.

To summarize, the number 3 risk for the department is potential legislation passed in 2005 that would require significant IT changes. The department has been directed to replace POINTS, and with the continued implementation of IRIS we will reach this goal. However, new tax law changes may redirect our focus and jeopardize the replacement of POINTS and the 3 property tax systems.

SECTION 6: ENTERPRISE ALIGNMENT

6.1 AGENCY BUSINESS PLAN & STATE STRATEGIC IT PLAN ALIGNMENT

Describe the Agency's plans to support State IT goals and strategic initiatives not addressed by the IT plan described in Section 5.1.

The Department feels that our plans do support all the State IT goals and strategic initiatives and they are all addressed in the IT plan.

6.2 AGENCY'S CURRENT IT SYSTEMS

List all current IT systems (i.e., hardware, software, and processes) that are <u>not</u> currently in compliance with the State IT standards and have not been granted a formal exception. This should encompass security, business continuity, and hardware/software product and version currency.

Montana State IT standards can be found at the following URL:

http://www.discoveringmontana.com/itsd/policy/software.asp

The Department does employ and maintain some software and hardware that does not conform to the current list of state standards in both categories. A brief explanation of those applications and devices follows:

Hardware
➢ AS/400 server that supports the CAMA and Liquor systems. Until business decisions are made and budget requests formulated for replacing these systems the Department does not intend to migrate the existing systems on the AS/400 to other platforms.

Software
➢ Entry Manager – used by the Customer Service Center. This data entry software is in the process of being replaced.
➢ TOAD – an Oracle tool used by developers in the POINTS and Legacy system environment. There are no plans currently to discontinue use of TOAD.
➢ Amicus Attorney – An application used extensively by the Department's legal staff. Use is anticipated to continue indefinitely.
➢ Snagit – An application to enhance users ability to copy, drag and drop diagrams and text into a variety of documents. There are no migration plans for this application.
➢ NIPrint – an IP based LPR server software that supports more than one printer at a time. This application will be replaced when PC upgrades are completed in the fall of 2004.
➢ Omni Page Pro – This is OCR recognition software used by the Customer Service Center. There are no migration plans for this application.
➢ Cardiff Teleform and Castelle Faxpress – These imaging and fax software packages provide extensive support in the Customer Service Center. Their use will continue for the foreseeable future.
➢ HEAT – This is a Goldmine derived package that supports the Information Services Center Help Desk, and is also used extensively to track defects in POINTS. There are no plans to migrate to another tracking tool.
➢ Multi Edit – A programmer tool and there are no plans to discontinue its use.
➢ Clipper – A number of the Department's legacy tax systems are based on Clipper. As reflected elsewhere in this plan the Department's long-range goal is to convert all Clipper systems into Oracle and migrate them into the IRIS environment.
➢ PageMaker, Photoshop, and ProComm – Used by the web team, developers and network staff. Use is anticipated to continue.

> ➢ CA Realia Cobol – Cobol compiler used for E-file. This should be replaced by Jan. 2005

Please describe agency plans to bring any non-compliant systems and processes listed above into compliance with state standards and practices.

The department has put together a system replacement prioritization matrix that will be used as a guide for future replacement plans. Here is the list of tax types and the chronological order in which their systems will be replaced:

Individual Income Tax
Property Tax
Corporation Tax
Liquor
POINTS Penalty and Interest Calculation
Abandoned Property
Solid Minerals
POINTS Pass Throughs (tax types that only use the payment functions in the system)
Utility Assessment
Livestock and Hail

The department plans to replace these systems with integration into IRIS for the most part, with the exception of property tax. The department is looking for an integrated solution that replaces all 3 systems that the department currently uses. This integrated solution would also allow the property tax system to interface successfully with the IRIS system.

SECTION 7: EXPENDITURES

7.1 AGENCY IT EXPENDITURES AND FUTURE BUDGET

The associated Template spreadsheet identifies the SABHRS codes with each category. If you use and submit the spreadsheet it is not necessary to complete this table.

	FY 2004	FY 2005	FY 2006	FY 2007
Personal Services	1,736,692	1,762,824	[Click to Enter #]	[Click to Enter #]
Outside Contracted Services (non-ITSD)	579,027	579,027	[Click to Enter #]	[Click to Enter #]
ITSD Contracted Services	483,364	**483,364***	[Click to Enter #]	[Click to Enter #]
Hardware	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Hardware Maintenance	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Telecommunications - data	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Telecommunications – voice/video	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Software and software maintenance	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Training	13,036	13,036	[Click to Enter #]	[Click to Enter #]
Miscellaneous	143,503	150,914	[Click to Enter #]	[Click to Enter #]
TOTAL	$2,955,622.	$ 2,989,165	$ 0.	$ 0.

Update the "Total" calculation by selecting the field and then pressing F9

*FY04 SLA for mid-tier used since FY05 SLA is not available at this time.

7.2 TOTAL AGENCY BUDGET

The total agency budget includes all operating budget, grants, fee income and EPP allocations. Exclude all transfer payments, entitlement payments, etc.

	FY 2004	FY 2005	FY 2006	FY 2007
TOTAL AGENCY BUDGET	34,516,679	34,759,681	[Click to Enter #]	[Click to Enter #]

7.3 FTE COUNTS (FOR FY2004)

Agency FTE's	643	Agency IT FTEs	32
		All contracted agency IT hours	~9000

SECTION 8: SUMMARY OF PLANNED IT INITIATIVES

8.1 SIGNIFICANT IT INITIATIVES

Briefly describe significant IT initiatives to take place during the following biennia. An initiative is a project or change that satisfies at least one of the following conditions. Include **all IT** EPP items even though they may not match one or more of the three criteria listed here.

- An inter- or intra-agency business process change which requires a significant change to policy.
- A budget of $300,000 or more. The $300,000 budget is the sum of all grants, current operating budget expenses, new budget allocations, special fees, and other sources of funds through FY2007. The $300,000 limit is the sum of all internal, including staff costs, and external resources.
- Costs more than $50,000 and also comprises 25% or more of the Agency's IT budget.

Since the objective is to gather details relative to significant **new or large continuing IT projects, do not** list projects and initiatives that focus on the following areas:

- Current ITSD provided services that will continue in the future
- Renewals of equipment maintenance agreements
- Regular scheduled replacements of currently installed PCs
- Renewals of software vendor maintenance agreements

List each initiative sequentially (e.g., INITIATIVE NUMBER: I T I 1.) and describe the initiatives in order of their priority with the first item listed having the highest priority.

FY2004 – 2005 INITIATIVES

INITIATIVE NUMBER   ITI1

Initiative Title & Description:

IRIS Phase 1
SB 271 from the 2003 legislative session, directed the department to replace its process oriented integrated tax system (POINTS). During fiscal year 2004, the department contracted with FAST Enterprises LLC to begin replacement of POINTS with their Commercial Off-The-Shelf product called GenTax. The department's Integrated Revenue Information System (IRIS) will contain the base system for the tax types included on the system and presently will include rental vehicle tax, lodging facilities and sales and use tax, cigarette tax, employer income tax withholding and combined oil and gas production tax. This initiative will be complete by 8/31/2004.

Double-Click to Add New Initiative

FY 2006 – FY 2007 INITIATIVES

INITIATIVE NUMBER: ITI 2

Initiative Title & Description:

IRIS Operating Costs
SB 271 from the 2003 legislative session, directed the department to replace its process oriented integrated tax system (POINTS). During fiscal year 2004, the department contracted with FAST

Enterprises LLC to begin replacement of POINTS with their Commercial Off-The-Shelf product called GenTax. The department's Integrated Revenue Information System (IRIS) will contain the base system for the tax types included on the system and presently will include rental vehicle tax, lodging facilities and sales and use tax, cigarette tax, employer income tax withholding and combined oil and gas production tax.

Since IRIS was not in place during base year 2004, the department is requesting funding for on-going operating costs for the new system. These annual costs include Department of Administration's Information Technology Services Division's hosting data on their mid-tier servers $600,000; GenTax vendor maintenance $400,000 GenTax vendor support services $936,000; and additional printing and mailing costs of account receivable statements required to be mailed monthly with the new system $30,059. The total new annual costs for IRIS is $1,966,059 and the total estimated annual costs for POINTS are $853,530. The duplicate POINTS cost of $853,530 will continue to incur until funding is provided to the department to move the remaining tax types from POINTS to IRIS. However, the department will realize an annual savings of $350,765 in the 2007 biennium by moving 5 tax types from POINTS to IRIS.

During the 2007 biennium, the department will be required to upgrade the GenTax software for IRIS to accommodate the newest version of Visual Basic. The costs are estimated at $1,040,000. However, if the department is provided funding to go forward with Phase II of IRIS, the upgrade will be included, as part of Phase II costs and the above costs will be reduced by the $1,040,000.

The department is requesting $1,865,294 for each fiscal year 2006 and 2007 and a biennial appropriation of $1,040,000 for the required upgrade. Total for the biennium = $4,770,588.

INITIATIVE NUMBER   ITI3

Initiative Title & Description:

Replacement of POINTS and the other legacy systems

SB 271 from the 2003 legislative session, directed the department to replace its process oriented integrated tax system (POINTS). During fiscal year 2004, the department contracted with FAST Enterprises LLC to begin replacement of POINTS with their Commercial Off-The-Shelf product called GenTax. The department's Integrated Revenue Information System (IRIS) will contain the base system for the tax types included on the system and presently will include rental vehicle tax, lodging facilities and sales and use tax, cigarette tax, employer income tax withholding and combined oil and gas production tax.

The replacement of the existing property tax systems was a part of the original POINTS (VISION) development. At that time, these systems were categorized as obsolete in terms of software language that is readily supported and the hardware used to house and maintain those systems. The implementation of the property tax component of POINTS (VISION) was unsuccessful. Business functionality has been compromised. In the POINTS (VISION) implementation plan, there were a number of employee position reductions that were identified due to, what was going to be, improved technology. Those reductions were put in place and the improved technology was not. That has placed additional stress on the division's ability to perform its required functions. There is a substantial amount of additional man-hours and operational costs required in the work of the division because the technology is limited and does not allow for the integration of information with other department systems. This department needs a system that provides an integrated solution to property assessment and valuation as well as a system that allows the department to perform its ever-increasing property assessment responsibilities with existing staff. Any new system must replace all three of the current property tax systems with a single integrated system that has the ability to interface with the department's IRIS

system. That ability will provide significant additional revenue to the state by allowing for the cross matching of data between tax types.

The department is requesting funding for Phase 2, which would add the remaining tax types currently in the legacy systems and POINTS to IRIS as well as replace the 3 property tax systems. The department has not been given approval to proceed with Phase 2, and therefore we have not put together the costs. The department will be saving money with the shut down of POINTS and the other legacy systems, but the dollar amount of those savings is still being determined.

8.2 INITIATIVE INTERDEPENDENCIES

List the initiatives identified in Section 8.1 that are interdependent with a description of the interdependency(s) (e.g., I T I 1, ITI2, ITI3, etc.).

INITIATIVE Number(s):   ITI3 IRIS Phase 2

Initiative Interdependencies Description:

ITI3 is the Replacement of POINTS and the other legacy systems (Phase 2). If ITI2 (IRIS Operating Costs) is not approved, we will not be able to continue adding new tax types on to IRIS. If we do not have funding to operate what is currently in production, continuing on with Phase 2 will not be possible.

SECTION 9: IT INITIATIVE DETAILS (FY 2004 - FY 2007)

Provide information requested for items 9.1 through 9.8 for each initiative listed in Section 8.1. If you use and submit the spreadsheet it is not necessary to complete this table.

9.1 INITIATIVE NUMBER, TITLES & EPP NUMBER

Initiative Number: ITI1   Title: IRIS Phase 1

EPP Number (If Applicable)

9.2 ESTIMATED INITIATIVE COSTS

	FY 2004	FY 2005	FY 2006	FY 2007
Personal Services	417,502	132,000	[Click to Enter #]	[Click to Enter #]
Outside Contracted Services (non-ITSD)	3,230,508	3,020,400	[Click to Enter #]	[Click to Enter #]
ITSD Contracted Services	664,800	610,800	[Click to Enter #]	[Click to Enter #]
Hardware	0	0	[Click to Enter #]	[Click to Enter #]
Hardware Maintenance	0	0	[Click to Enter #]	[Click to Enter #]
Telecommunications - data	31,366	9,000	[Click to Enter #]	[Click to Enter #]
Telecommunications – voice/video	46,402	1,820	[Click to Enter #]	[Click to Enter #]
Software and software maintenance	2,519,721	500,000	[Click to Enter #]	[Click to Enter #]
Training	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Miscellaneous	181,723	439,785	[Click to Enter #]	[Click to Enter #]
TOTAL	$7,092,022.	$4,713,805.	$ 0.	$ 0.

Update the "Total" calculation by selecting the field and then pressing F9

9.3 ACTIVITY TYPE

Place an "x" in the appropriate box. More than one box may be selected.

Maintenance of Existing Application or System	☐
Major Enhancement to an Existing Application or System	☐
Replacement of Existing Application or System	x
New Application or System	x

9.4 ESTIMATED SCHEDULE (MONTH & YEAR)

Estimated Start: _____9_____ Month _____03_____ Year

Estimated End: _____8_____ Month _____04_____ Year

If this initiative will be continuous from the start date, place an "x" in the box. ☐

9.5 BUSINESS REQUIREMENT & INITIATIVE SCOPE

Describe the scope of the initiative and how the initiative supports the agency business goals or requirements from Section 4. The discussion may include capabilities to provide new services or capabilities to improve current services in support of the agency's mission, goals, and objectives.

[Double-Click for an Example]

In Fiscal Years 2002 and 2003 the primary business goals and objectives over the next six years included improving customer service and increasing revenue lift through reorganized business processes and implementing an integrated tax system. The department also had an objective to increase revenue lift of at least .05% by fiscal year 2004. Unfortunately, the department did not have a successful implementation of the Process Oriented Integrated System (POINTS) and that revenue lift has not been realized.

The department's Integrated Revenue Information System (IRIS) will contain the base system for the tax types included on the system and presently will include rental vehicle tax, lodging facilities and sales and use tax, cigarette tax, employer income tax withholding and combined oil and gas production tax.

9.6 AGENCY IT GOALS & OBJECTIVES

Describe how the initiative will help the Agency to achieve the IT goals and objectives identified in this plan. List the IT goals from Section 5 supported by this initiative.

All of the IT goals support this initiative since we are focusing on supporting the department goals.

ITG1 - Make conducting business with the Information Technology Division as simple and pleasant as possible to improve relations with the user community and build trust.

ITG2 - Coordinate with user community to ensure that the most reliable and cost effective technology investments are made, in order to support the department's business goals and objectives.

ITG3 - Optimize employee work environment to attract and retain a qualified workforce.

ITG4 - Improve program efficiencies within the Information Technology Division.

9.7 TECHNICAL APPROACH

Describe the initiative's technical approach including a description of the hardware and software environment.

Double-Click for an Example

FAST Enterprises LLC has their Commercial Off-The-Shelf product called GenTax. This is an Oracle system housed on an ITSD server that is supported by FAST Enterprises LLC.

a. Describe primary computer and network hardware that will be allocated to this initiative. Where will the servers be located (city and building)?

Double-Click for an Example

IRIS Phase 1 is running on 2 ESX machines that are hosting 14 Virtual Machines. We also have a development database server and a production database server. These servers are all located in the Mitchell building in Helena.

b. Describe the primary IT software (i.e., OSs, databases, etc.) applications to support this initiative.

Double-Click for an Example

FAST Enterprises LLC has their Commercial Off-The-Shelf product called GenTax. This system uses a VB front end and Oracle backend. SQL server is also being used.

c. Describe any intra-agency or inter-agency services the Agency will require to support this initiative.

Double-Click for an Example

A service level agreement is in place for this system with ITSD for hardware and software support.

d. Describe any consulting contracts and outsourced professional services needed to implement and support this initiative.

Double-Click for an Example

A contract with FAST Enterprises LLC is in place.

e. Identify any Internet or Web Services, telephony or other access methods needed in order to implement this initiative or provide service.

Double-Click for an Example

N/A

9.8 Risks

Describe any known considerations or contingencies, major risks, and the implications of not attaining this IT initiative. Exclude any risks discussed in Section 5.

[Click Here to Enter Data]

9.1 Initiative Number, titles & EPP Number

Initiative Number: ITI 2   Title: IRIS Operating Costs

EPP Number (If Applicable) 202

9.2 ESTIMATED INITIATIVE COSTS

	FY 2004	FY 2005	FY 2006	FY 2007
Personal Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Outside Contracted Services (non-ITSD)	[Click to Enter #]	[Click to Enter #]	1,887,000	847,000
ITSD Contracted Services	[Click to Enter #]	[Click to Enter #]	588,235	588,235
Hardware	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Hardware Maintenance	[Click to Enter #]	[Click to Enter #]	400,000	400,000
Telecommunications - data	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Telecommunications – voice/video	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Software and software maintenance	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Training	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Miscellaneous	[Click to Enter #]	[Click to Enter #]	30,059	30,059
TOTAL	$ 0.	$ 0.	$2,905,294.	$ 1,865,294.

Update the "Total" calculation by selecting the field and then pressing F9

9.3 ACTIVITY TYPE

Place an "x" in the appropriate box. More than one box may be selected

Maintenance of Existing Application or System   [x]

Major Enhancement to an Existing Application or System   [ ]

Replacement of Existing Application or System   [ ]

New Application or System   [ ]

Other _____   [ ]

9.4 Estimated Schedule (Month & Year)

Estimated Start: _____September_____ Month _____2004_____ Year

Estimated End: ___[Click Here to Enter Data]___ Month ___[Click Here to Enter Data]___ Year

If this initiative will be continuous from the start date, place an "x" in the box. ☒

9.5 Business Requirement & Initiative Scope

Describe the scope of the initiative and how the initiative supports the agency business goals or requirements from Section 4. The discussion may include capabilities to provide new services or capabilities to improve current services in support of the agency's mission, goals, and objectives.

Double-Click for an Example

 In Fiscal Years 2002 and 2003 the primary business goals and objectives over the next six years included improving customer service and increasing revenue lift through reorganized business processes and implementing an integrated tax system. The department also had an objective to increase revenue lift of at least .05% by fiscal year 2004. Unfortunately, the department did not have a successful implementation of the Process Oriented Integrated System (POINTS) and that revenue lift has not been realized.

The department's Integrated Revenue Information System (IRIS) will contain the base system for the tax types included on the system and presently will include rental vehicle tax, lodging facilities and sales and use tax, cigarette tax, employer income tax withholding and combined oil and gas production tax.

The department is requesting funding in order to operate the IRIS Phase 1 system.

9.6 Agency IT Goals & Objectives

Describe how the initiative will help the Agency to achieve the IT goals and objectives identified in this plan. List the IT goals from Section 5 supported by this initiative.

All of the IT goals support this initiative since we are focusing on supporting the department goals.

ITG1 - Make conducting business with the Information Technology Division as simple and pleasant as possible to improve relations with the user community and build trust.

ITG2 - Coordinate with user community to ensure that the most reliable and cost effective technology investments are made, in order to support the department's business goals and objectives.

ITG3 - Optimize employee work environment to attract and retain a qualified workforce.

ITG4 - Improve program efficiencies within the Information Technology Division.

9.7 Technical Approach

Describe the initiative's technical approach including a description of the hardware and software environment.

Double-Click for an Example

FAST Enterprises LLC has their Commercial Off-The-Shelf product called GenTax. This initiative is for maintenance of that system. This is an Oracle system housed on an ITSD server that is supported by FAST Enterprises LLC.

a. Describe primary computer and network hardware that will be allocated to this initiative. Where will the servers be located (city and building)?

Double-Click for an Example

IRIS Phase 1 is running on 2 ESX machines that are hosting 14 Virtual Machines. We also have a development database server and a production database server. These servers are all located in the Mitchell building in Helena.

b. Describe the primary IT software (i.e., OSs, databases, etc.) applications to support this initiative.

Double-Click for an Example

FAST Enterprises LLC has their Commercial Off-The-Shelf product called GenTax. This system uses a VB front end and Oracle backend. SQL server will also be used.

c. Describe any intra-agency or inter-agency services the Agency will require to support this initiative.

Double-Click for an Example

A service level agreement is in place for this system with ITSD for hardware and software support.

d. Describe any consulting contracts and outsourced professional services needed to implement and support this initiative.

Double-Click for an Example

A maintenance contract with FAST Enterprises LLC will be required.

e. Identify any Internet or Web Services, telephony or other access methods needed in order to implement this initiative or provide service.

Double-Click for an Example

N/A

9.8 RISKS

Describe any known considerations or contingencies, major risks, and the implications of not attaining this IT initiative. Exclude any risks discussed in Section 5.

❖   ❖   ❖

9.1 INITIATIVE NUMBER, TITLES & EPP NUMBER

Initiative Number: ITI3   Title: Replacement of POINTS and the other legacy systems (Phase 2)

EPP Number (If Applicable) N/A

The department has not been given approval to proceed with Phase 2, and therefore we have not put together the costs.   The department will be saving money with the shut down of POINTS and the other legacy systems, but the dollar amount of those savings is still being determined.

9.2 ESTIMATED INITIATIVE COSTS

	FY 2004	FY 2005	FY 2006	FY 2007
Personal Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
ITSD Contracted Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Other State Agency Contracted Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Outside Contracted Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Hardware	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Telecommunications	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Software	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Maintenance	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Miscellaneous	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Training	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
TOTAL	$ 0.	$ 0.	$ 0.	$ 0.

Update the "Total" calculation by selecting the field and then pressing F9

9.3 ACTIVITY TYPE

Place an "x" in the appropriate box. More than one box may be selected.

Maintenance of Existing Application or System	☐
Major Enhancement to an Existing Application or System	X
Replacement of Existing Application or System	X
New Application or System	☐

9.4 ESTIMATED SCHEDULE (MONTH & YEAR)

Estimated Start: _____July_____ Month _____2005_____ Year

Estimated End: _[Click Here to Enter Data]_ Month _[Click Here to Enter Data]_ Year

If this initiative will be continuous from the start date, place an "x" in the box. ☐

9.5 BUSINESS REQUIREMENT & INITIATIVE SCOPE

Describe the scope of the initiative and how the initiative supports the agency business goals or requirements from Section 4. The discussion may include capabilities to provide new services or capabilities to improve current services in support of the agency's mission, goals, and objectives.

[Double-Click for an Example]

In Fiscal Years 2002 and 2003 the primary business goals and objectives over the next six years included improving customer service and increasing revenue lift through reorganized business processes and implementing an integrated tax system. The department also had an objective to increase revenue lift of at least .05% by fiscal year 2004. Unfortunately, the department did not have a successful implementation of the Process Oriented Integrated System (POINTS) and that revenue lift has not been realized.

We are minimally 5 years behind from a technological perspective. If we do not receiving funding to continue the replacement of POINTS and the obsolete legacy systems, the day to day business functionality will continue to be in jeopardy and could be lost completely.

The department is requesting funding in order to continue with the replacement of POINTS and the other legacy systems, including property tax. In order to continue to meet our department goals, and achieve the revenue lift, Phase 2 must continue.

9.6 AGENCY IT GOALS & OBJECTIVES

Describe how the initiative will help the Agency to achieve the IT goals and objectives identified in this plan. List the IT goals from Section 5 supported by this initiative.

All of the IT goals support this initiative since we are focusing on supporting the department goals.

ITG1 - Make conducting business with the Information Technology Division as simple and pleasant as possible to improve relations with the user community and build trust.

ITG2 - Coordinate with user community to ensure that the most reliable and cost effective technology investments are made, in order to support the department's business goals and objectives.

ITG3 - Optimize employee work environment to attract and retain a qualified workforce.

ITG4 - Improve program efficiencies within the Information Technology Division.

9.7 TECHNICAL APPROACH

Describe the initiative's technical approach including a description of the hardware and software environment.

[Double-Click for an Example]

TBD

a. Describe primary computer and network hardware that will be allocated to this initiative. Where will the servers be located (city and building)?

[Double-Click for an Example]

TBD

b. Describe the primary IT software (i.e., OSs, databases, etc.) applications to support this initiative.

[Double-Click for an Example]

TBD

c. Describe any intra-agency or inter-agency services the Agency will require to support this initiative.

[Double-Click for an Example]

TBD

d. Describe any consulting contracts and outsourced professional services needed to implement and support this initiative.

[Double-Click for an Example]

TBD

e. Identify any Internet or Web Services, telephony or other access methods needed in order to implement this initiative or provide service.

[Double-Click for an Example]

N/A

9.8 RISKS

Describe any known considerations or contingencies, major risks, and the implications of not attaining this IT initiative. Exclude any risks discussed in Section 5.

[Click Here to Enter Data]

SECTION 10: IT INITIATIVE (FY 2008-2009)

Briefly describe the possible business requirements and IT solutions that are associated with each FY2008-FY2009 initiative listed in section 8.1.

[Click Here to Enter Data]

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TEXT BEYOND THIS PAGE IS SPECIFICALLY PLACED FOR USE OF MACROS IN THIS TEMPLATE.

PLEASE DO NOT ENTER DATA OR DELETE PAGES BEYOND THIS POINT.

Section 4.2: Adding Objectives

Business Objective: [Click Here to Enter Data]

Section 4.2: Adding Goals

❖   ❖   ❖

GOAL Number: [Click Here To Enter Data]

Goal Description: [Click Here To Enter Data]

Business Objective: [Click Here to Enter Data]

Section 5.1: Adding Objective

IT Objective: [Click Here to Enter Data]

Measure: [Click Here to Enter Data]

Section 5.1: Adding Goal

❖   ❖   ❖

AGENCY IT GOAL: (List each goal sequentially (Example: ITG1, ITG2, ITG3, etc.)

Double-Click for an Example

Agency Goal Number: [Click Here to Enter Data]

IT Goal Description: [Click Here To Enter Data]

What are the benefits & who are the beneficiaries?

[Click Here to Enter Data]

What agency business goals or requirements are supported by this IT goal or initiatives?

[Click Here to Enter Data]

Describe how this goal supports the state IT goals and initiatives.

[Click Here to Enter Data]

IT Objective: [Click Here to Enter Data]

Measure: [Click Here to Enter Data]

IT Objective: [Click Here to Enter Data]

Measure: [Click Here to Enter Data]

Section 8.1: Adding Initiative

INITIATIVE NUMBER: [Click Here to Enter Data]

Initiative Title & Description:

[Click Here to Enter Data]

Section 9: Adding Full Text

❖   ❖   ❖

9.1   INITIATIVE NUMBER, TITLES & EPP NUMBER

Initiative Number: _____   Title: _____

EPP Number (If Applicable) _____

9.2   ESTIMATED INITIATIVE COSTS

	FY 2004	FY 2005	FY 2006	FY 2007
Personal Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
ITSD Contracted Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Other State Agency Contracted Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Outside Contracted Services	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Hardware	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Telecommunications	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Software	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Maintenance	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Miscellaneous	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
Training	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]	[Click to Enter #]
TOTAL	$ 0.	$ 0.	$ 0.	$ 0.

Update the "Total" calculation by selecting the field and then pressing F9

9.3   ACTIVITY TYPE

Place an "x" in the appropriate box. More than one box may be selected.

Maintenance of Existing Application or System   ☐

Major Enhancement to an Existing Application or System ☐

Replacement of Existing Application or System ☐

New Application or System ☐

9.4 Estimated Schedule (Month & Year)

Estimated Start: _____[Click Here to Enter Data]_____ Month _____[Click Here to Enter Data]_____ Year

Estimated End: _____[Click Here to Enter Data]_____ Month _____[Click Here to Enter Data]_____ Year

If this initiative will be continuous from the start date, place an "x" in the box. ☐

9.5 Business Requirement & Initiative Scope

Describe the scope of the initiative and how the initiative supports the agency business goals or requirements from Section 4. The discussion may include capabilities to provide new services or capabilities to improve current services in support of the agency's mission, goals, and objectives.

[Double-Click for an Example]

[Click Here to Enter Data]

9.6 Agency IT Goals & Objectives

Describe how the initiative will help the Agency to achieve the IT goals and objectives identified in this plan. List the IT goals from Section 5 supported by this initiative.

[Click Here to Enter Data]

9.7 Technical Approach

Describe the initiative's technical approach including a description of the hardware and software environment.

[Double-Click for an Example]

[Click Here to Enter Data]

a. Describe primary computer and network hardware that will be allocated to this initiative. Where will the servers be located (city and building)?

[Double-Click for an Example]

[Click Here to Enter Data]

b. Describe the primary IT software (i.e., OSs, databases, etc.) applications to support this initiative.

[Double-Click for an Example]

[Click Here to Enter Data]

c. Describe any intra-agency or inter-agency services the Agency will require to support this initiative.

| Double-Click for an Example |

[Click Here to Enter Data]

d. Describe any consulting contracts and outsourced professional services needed to implement and support this initiative.

| Double-Click for an Example |

[Click Here to Enter Data]

e. Identify any Internet or Web Services, telephony or other access methods needed in order to implement this initiative or provide service.

| Double-Click for an Example |

[Click Here to Enter Data]

9.8 RISKS

Describe any known considerations or contingencies, major risks, and the implications of not attaining this IT initiative. Exclude any risks discussed in Section 5.

[Click Here to Enter Data]